



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

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DAVID E. JANSSEN  
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October 27, 2005

To: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich  
From: David E. Janssen  
Chief Administrative Officer

**DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT PATRICIA GIBSON  
TO THE MANAGEMENT POSITION OF HEAD, MANAGEMENT SERVICES, OFFICE OF  
AIDS PROGRAMS AND POLICY**

Consistent with the County's policies on management appointments, the Department of Health Services (DHS) requests authority to appoint Patricia Gibson, to the position of Head, Management Services, Office of AIDS Programs and Policy (OAPP) at an annual salary of \$91,507.52 (\$7,625.62 per month) which will place her within the 2<sup>nd</sup> quartile of the R-11 salary range. The requested salary represents a 15 percent increase from her current annual salary of \$79,571.76. This item is vacant and funded in the OAPP 2005-06 Final Budget.

The Department indicates that Ms. Gibson's professional background, demonstrated leadership and special knowledge and skills qualifies her to serve as Head, Management Services and warrants the requested compensation. In this position, Ms. Gibson will function as the Director of Operations for OAPP and will be responsible for assisting the Director of OAPP in the planning, coordinating and implementation of all administrative operations including: budget, fiscal, personnel, facilities, information systems, contracts and grants and administrative consulting services.

Ms. Gibson will oversee advocacy in highly sensitive matters concerning personnel and employee relations, direct staff in the development and implementation of a comprehensive personnel management and employee relations program for a staff of approximately 200 employees, oversee the development and maintenance of effective systems for budgetary

Each Supervisor  
October 27, 2005  
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controls, the projection of revenue and information systems for HIV/AIDS programs and services in Los Angeles County and provide administrative direction in the competitive bidding processes for publicly funded HIV/AIDS programs.

Based on the information provided by the Department, we concur with their request to appoint Ms. Gibson to the position of Head, Management Services at an annual salary of \$91,507.52.

In accordance with the policy on managerial appointments, unless otherwise instructed by your offices by November 11, 2005, we will notify the Department that they are authorized to proceed with the appointment effective November 14, 2005.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Dennis Conte of this office at (213) 893-9741.

DEJ: DIL  
SS:DC:bjs

Attachment

C: Executive Officer, Board of Supervisors  
Director of Health Services  
Director of Personnel

## management appointment request

Candidate Name: Patricia M. Gibson

Employee No.:

(Check one) NEW HIRE:

PROMOTION: X

## FACILITY/PROGRAM

Provide organization chart & highlight the position -- *Attach electronic copy of organization chart*

☐ Attached

Describe where the position fits into the management organizational structure:

The Head, Management Services, Health Services position, Item No. 1077, is within the DHS Public Health Office of AIDS Programs and Policy (OAPP). In this position, Patricia M. Gibson will function as the Director of Operations OAPP and will be responsible for assisting the Director, Office of AIDS Programs and Policy with the management in the planning, coordinating and implementation of all administrative revenue systems and operations (budget, fiscal, personnel, facilities, information systems, contracts and grants and administrative consulting services). The OAPP Director of Operations will supervise health services staff analysts engaged in providing the staff support for the planning, coordinating and implementing of the administrative revenue systems and operations necessary to meet program and managerial operational needs.

Describe the duties and responsibilities which reflect the scope and complexity of the position:

Patricia M. Gibson will report to the Director, Office of AIDS Programs and Policy, and plan, assign, direct and evaluate the work of its administrative operations, with direct responsibility for budget, finance, fiscal, personnel, payroll, employee relations, facilities, equipment, organizational planning and development, information systems, contracts and grants, administrative consulting services and other centralized administrative functions. She will direct preparation and administration of \$92 million budget, with over 3000 cost centers, over 100 subcontractors, and over 300 contracts for HIV/AIDS prevention, care, and treatment services.

She will oversee advocacy in highly sensitive matters concerning personnel management and employee relations, and direct staff in the development and implementation of a comprehensive personnel management and employee relations program for a staffing in excess of 260 employees; oversee the development and maintenance of effective systems for budgetary controls, the projection of revenue, and information systems for HIV/AIDS health and human services initiatives and programs; provide administrative direction in the competitive bidding processes for publicly funded HIV/AIDS programs and services in Los Angeles County; coordinate the administrative operations of OAPP with other divisions, other departments, and other jurisdictions, agencies and community based organizations; coordinate with over 100 subcontractors on over 300 contracts; coordinate with the Department of Health Services programs for Tuberculosis Control and Control of Sexual Transmitted Diseases and the Sheriff Department's Custody Division, and other programs; direct the preparation of position papers, and mandated and special reports for the Director, Office of AIDS Programs and Policy, including reports to local, state and federal agencies, HIV/AIDS and other committees and commissions; direct preparation of budget, fiscal, and financial reports, reports on personnel, facilities and equipment, OAPP statistical reports, and information systems studies and reports; prepare reports for the Chief Administrative Office, Auditor-Controller, Board of Supervisors, Center for Disease Control and Prevention, Health Resources and Services Administration, Office of Minority Health, State Office of AIDS, Director of Health Services, Commission on HIV Health Services and others; represent the Department at public meetings and hearings, including meetings of Commission on HIV Health Services, Prevention Planning Committee, various other community planning bodies and committees, vendors, and subcontractors; conduct liaison with other divisions, departments, jurisdictions, agencies, and consultants; perform special projects and assignments as requested; and act for the Director, Office of AIDS Programs and Policy, in the latter's absence; direct and represent at meetings, a staff providing consulting services on administrative operations with subcontractors to improve the effectiveness and efficiency of their services to clients; and direct and represent at meetings, a staff responsible for budget, financial, fiscal, information systems, and contracts and grant management.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Patricia M. Gibson is currently a Senior Staff Analyst Health, Item No. 4594N, and serves as the Director, Financial Services Division for OAPP. She is a member of the OAPP senior management team responsible for developing and implementing effective response to the HIV/AIDS epidemic in Los Angeles County since June 2001. In this capacity, she planned, organized, directed, supervised and evaluated the activities of 30-member financial services and contract administration division responsible for administering \$90 million annual budget consisting of local, State and federal funds designated for the prevention and treatment of HIV/AIDS; reviewed and analyzed operations and developed and implemented policies, procedures and internal controls to ensure compliance with all applicable regulations and funding requirements; directed and coordinated contract processing and fiscal and administrative monitoring of over 350 contracts; authorized all purchases and determined cost allocation; and coordinated activities with the Department's Controller's Division and Contracts and Grants Division as well as Los Angeles County's Auditor Controller, Chief Administrative Office and County Counsel.

In February 2005, Ms. Gibson was named by the then Director to stand in for him during a month leave. Ms. Gibson continued her leadership role after the OAPP Director's subsequent transfer out of the department. She functioned until an Interim Director was recently appointed by Public Health Executive Management. Ms. Gibson's permanent appointment as OAPP Operations Chief is in recognition of her significant experience and knowledge in the areas of finance, administration, contracts, etc. She is one of only three candidates on the certification list for the Head, Management Services, HS item. Of these candidates--who are all within OAPP--Ms. Gibson is the most proficient. Her extensive experience as the OAPP Finance chief and interaction with the other units on complex contract issues, uniquely qualifies her for the Operations Chief position. Because of the extensive responsibilities of this position, and particularly during a prolonged transition period without a permanent director, it is vital that Ms. Gibson be appointed Operations Chief. Her appointment will maintain the stability of OAPP and the continuity of services and programs, it is appropriate that Ms. Gibson be recompensed commensurate with the work obligations of this highly visible position.

Before joining OAPP, Ms. Gibson held positions from April 1995 through August 2000 with the HIV CARE Services, Medical and Health Research Association of New York City, Inc. which include Fiscal Manager, Assistant Fiscal Manager, Program Coordinator, Contract Coordinator, and Fiscal Analyst. As the Fiscal Manager, she directed and supervised 15-member fiscal unit responsible for the administration of over \$100 million in federal Ryan White Title I funds to support care and supportive services for people living with HIV in New York City; defined unit goals and planned, organized, directed, supervised and evaluated staff activities; reviewed operations and developed and implemented policies and procedures; supervised Audit Manager and Assistant Fiscal Manager; trained staff and managed workflow; facilitated managers' meetings focused on the promotion of effective interdepartmental achievement of goals; and monitored administrative budget and the preparation of quarterly and annual fiscal reports submitted to City and federal agencies. From July 1993 through April 1995, Ms. Gibson was a Contract Coordinator at Hetrick-Martin Institute, Inc., and oversaw the negotiation and financial administration of \$1.6 million in contracts with city, state, and federal agencies for nonprofit agency providing social services for lesbian and gay youth; developed budgets and budget modifications in consultation with program staff; monitored actual-to-budget expenses and prepared monthly and quarterly fiscal reports; served as liaison with funding agencies; and supervised finance department interns.

Provide the candidate's résumé or curriculum vitae – *Attach electronic copy* - See Attachment

Identify highest paid subordinate reporting to this position

Name: Dave Young Employee#: Title: Fiscal Officer I

Base Monthly Salary: \$6,384.64 Base Annual Salary: \$76,615.68 Schedule/Step: 92F, Step 5

Identify management position above the position requested

Name: Mario Perez Employee #: Title: Senior Staff Analyst, Health

Base Monthly Salary: \$5,745.34 Base Annual Salary: \$68,944.08

## ■ HUMAN RESOURCES

Certify that the position is vacant and budgeted – *Attach Item Control*

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$6,630.98 Annual: \$79,571.76 Range: R9, 2<sup>nd</sup> Quartile

PROMOTION: Designate amount of proposed monthly salary based on standard 5.5 increase and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE INCREASE: 15%

PROPOSED SALARY: Monthly: \$7,625.627 Annually: \$91,507.52 Range: R11, 2<sup>nd</sup> Quartile

Provide listing of all internal equivalent positions within facility/program – *Attach electronic copy* – See Attachment

Verify that candidate is listed on the appropriate Certification List and is reachable – *Attach electronic copy*

YES ☒ NO ☐

Patricia M. Gibson

## PROFESSIONAL EXPERIENCE:

LA County Dept. of Health Services, Office of AIDS Programs and Policy

LA, CA

**Director, Financial Services Division**

**June 2001-Present**

Member of senior management team responsible for developing and implementing effective response to the HIV/AIDS epidemic in Los Angeles County. Plan, organize, direct, supervise and evaluate the activities of 30-member financial services and contract administration division responsible for administering \$90 million annual budget consisting of local, State and federal funds designated for the prevention and treatment of HIV/AIDS. Review and analyze operations and develop and implement policies, procedures and internal controls to ensure compliance with all applicable regulations and funding requirements. Direct and coordinate contract processing and fiscal and administrative monitoring of over 350 contracts. Authorize all purchases and determine cost allocation. Coordinate activities with the Department's Controller's Division and Contracts and Grants Division as well as Los Angeles County's Auditor Controller, Chief Administrative Office and County Counsel.

HIV CARE Services, Medical and Health Research Association of New York City, Inc. NY, NY

**A series of progressive positions over five years including:**

**April 1995-August 2000**

**Fiscal Manager**

Directed and supervised 15-member fiscal unit responsible for the administration of over \$100 million in federal Ryan White Title I funds to support care and supportive services for people living with HIV in New York City. Defined unit goals and planned, organized, directed, supervised and evaluated staff activities. Reviewed operations and developed and implemented policies and procedures. Supervised Audit Manager and Assistant Fiscal Manager. Trained staff and managed workflow. Facilitated managers' meetings focused on the promotion of effective interdepartmental achievement of goals. Monitored administrative budget and the preparation of quarterly and annual fiscal reports submitted to City and federal agencies.

**Assistant Fiscal Manager**

Supervised, trained and evaluated Fiscal Analysts and Junior Accountants responsible for the fiscal monitoring of over 200 contracts with service providers. Reviewed and approved contracts, budget and program modifications, amendments, corrective action plans, site visit reports, funding reductions, and annual closeouts. Participated in the development of project-wide database used for contract monitoring.

**Program Coordinator**

Responsible for the programmatic administration of approximately 30 contracts. Negotiated and developed contracts that supported quality service delivery in response to specific funding initiatives. Monitored programmatic compliance by reviewing monthly reports, conducting site visits, and maintaining ongoing communication with contractor staff. Recommended program modification and provided technical assistance as needed.

**Contract Coordinator**

Selected as member of team that developed and implemented a contract management approach that emphasized the importance of programmatic and fiscal integration and cohesion. Served as primary contact for and provided technical assistance to approximately 25 agencies receiving Ryan White Title I funds. Reviewed and scored proposals submitted for funding. Negotiated contracted services and budgets. Monitored contracts for programmatic and fiscal compliance by reviewing documentation, conducting comprehensive site visits, and maintaining ongoing communication with contractor staff.

**Fiscal Analyst**

Responsible for the fiscal administration of approximately 40 contracts. Negotiated budgets and budget modification requests in conformity with federal regulations. Monitored contractors' fiscal compliance and

spending patterns and provided technical assistance as needed. Processed monthly and year-end fiscal reports. Reviewed A-133 Audit reports.

Hetrick-Martin Institute, Inc.

NY, NY

Contract Coordinator

July 1993-April 1995

Oversaw the negotiation and financial administration of \$1.6 million in contracts with city, state, and federal agencies for nonprofit agency providing social services for lesbian and gay youth. Developed budgets and budget modifications in consultation with program staff. Monitored actual-to-budget expenses and prepared monthly and quarterly fiscal reports. Served as liaison with funding agencies. Supervised finance department interns.

LA County Information and Referral Federation

El Monte, CA

**Resource Specialist**

**February 1990-July 1991**

Researched and developed resource material for nonprofit agency providing phone referrals to social service agencies throughout Los Angeles County. Interviewed agency directors. Wrote detailed reports about agencies and services provided. Updated information about agencies already listed in data bank.

Los Angeles House of Ruth

LA, CA

**Co-Director, Member of Board of Directors**

**May 1985-December 1988**

Managed daily operations of nonprofit emergency shelter and transitional housing program for homeless women and children. Supervised staff. Developed and implemented transitional housing program. Oversaw childcare program. Provided case management services. Oversaw financial management of program. Networked with outside agencies and community groups.

Friendly House Temporary Emergency Shelter

Worcester, MA

**Supervisor**

**December 1984-April 1985**

Assisted with establishment and development of nonprofit shelter for homeless families. Oversaw operation during evening, night, and early morning hours.

Los Angeles Catholic Worker

LA, CA

Community Member, Shelter Case Manager

February 1983-October 1984

Provided social services for homeless individuals and families living in downtown Los Angeles. Organized and assisted with meal preparation and distribution to 700 people daily. Coordinated patient information system and took part in patient follow-up care at free medical clinic. Oversaw shelter and provided case management services. Assisted with financial management.

## **EDUCATION:**

Uniform CPA Examination

NY, NY  
May 1993

Queens College of the City University of New York

Flushing, NY

Bachelor of Arts, Accounting & Information Systems

**June 1993**

New York State Society of Certified Public Accountants Award

Accounting Honor Society

San Diego State University

San Diego, CA

Bachelor of Arts, Sociology

**December 1982**

Summa Cum Laude

References Available Upon Request

**"Detailed Items 04/05"**

